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Election Security Active Shooter Tabletop Exercise

Situation Manual

[Insert Date]

[Insert Caveat]

This Situation Manual (SitMan) provides exercise participants with all necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and

Photo Courtesy of [insert source]

evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

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Exercise Agenda

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	8:45 a.m.	Welcome and Participant Briefing
8:45 a.m.	9:45 a.m.	Module One: Pre-Incident Information Sharing
9:45 a.m.	9:55 a.m.	Break
9:55 a.m.	10:55 a.m.	Module Two: Incident Response
10:55 a.m.	11:05 a.m.	Break
11:05 a.m.	12:05 p.m.	Module Three: Immediate Recovery
12:05 p.m.	12:30 p.m.	Hot Wash

**All times are approximate*

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EXERCISE OVERVIEW

Exercise Name	Election Security Active Shooter Tabletop Exercise (TTX)
Exercise Dates	[Indicate the start and end dates of the exercise]
Scope	This exercise is a TTX planned for [insert exercise duration] and will focus on [insert scope]. This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP).
Mission Area(s)	Prevention, Protection, Mitigation, Response, and Recovery [Select appropriate National Preparedness Goal Mission Area(s)]
Capabilities	• Health and Social Services • Infrastructure Systems • Intelligence and Information Sharing • On-scene Security, Protection, and Law Enforcement • Operational Communication • Operational Coordination • Planning • Public Health, Healthcare, and Emergency Medical Services (EMS) • Public Information and Warning • Situational Assessment • Threats and Hazards Identification • [Insert additional capabilities, as necessary]
Objectives	1. Examine intelligence and information sharing processes with local or regional critical infrastructure owners / operators prior to, during, and following an active shooter incident. 2. Review emergency preparedness plans and response procedures to an active shooter incident at a polling location. 3. Examine collaboration and coordination between election stakeholders and local, state, and federal agencies. Examine short-term recovery plans following an active shooter scenario with a focus on:

	a. Family reunification processes b. Business continuity 4. [Insert additional exercise objectives as necessary]
Threat or Hazard	Active Shooter
Scenario	An interactive, discussion-based exercise focused on an active shooter incident at a polling location on Election Day.
Sponsor	[Insert the name of the sponsor organization, as well as any grant programs being used, if applicable]
Participating Organizations	[Please see Appendix A.]
Point of Contact	[Insert the name, title, agency, address, phone number, and email address of the primary exercise point of contact (POC) (e.g., exercise sponsor).]

General Information

Exercise Objectives and Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team (EPT).

Exercise Objectives	Capability
Examine intelligence and information sharing processes with local or regional critical infrastructure owners / operators prior to, during and following an active shooter incident.	✓ Intelligence and Information Sharing ✓ Planning ✓ Public Information and Warning ✓ Threats and Hazards Identification
Review emergency preparedness plans and response procedures to an active shooter incident at a polling location.	✓ On-scene Security, Protection, and Law Enforcement ✓ Operational Coordination ✓ Planning ✓ Public Health, Healthcare, and EMS ✓ Situational Assessment
Examine collaboration and coordination between election stakeholders and local, state, and federal agencies.	✓ Intelligence and Information Sharing ✓ Operational Communication ✓ Operational Coordination ✓ Planning ✓ Public Information and Warning

Exercise Objectives	Capability
Examine short-term recovery plans following an active shooter scenario with a focus on: • Family reunification processes • Business continuity	✓ Health and Social Services ✓ Infrastructure Systems ✓ Operational Coordination ✓ Planning
[Insert additional objective, as necessary]	✓ [Insert capability aligned to each objective, as necessary]

Table 1. Exercise Objectives and Associated Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players** have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers** do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators** provide situation updates and moderate the discussion. They also provide additional information or resolve questions as required. Key EPT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Moderators** are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions and / or issues, and controlling participant audio.
- **Data Collectors** are assigned to observe and document the discussion during the exercise, participate in data analysis, and assist with drafting the After-Action Report (AAR).

Exercise Structure

This exercise will be a discussion-based, facilitated exercise. Players will participate in the following three modules:

- Module One: Pre-Incident Information Sharing
- Module Two: Incident Response

- Module Three: Immediate Recovery

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of appropriate [insert mission area] issues.

Exercise Guidelines

- This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your jurisdiction's / organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve [insert mission area] efforts. Problem-solving efforts should be the focus.
- The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities. Players will be asked to complete a participant feedback form. These documents, coupled with facilitator observations and evaluator notes, will be used to evaluate the exercise and then compiled into the AAR / Improvement Plan (IP).

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Module One: Pre-Incident Information Sharing

Scenario

[Insert location]

[Insert Month, Day, Year]

Election Day is rapidly approaching as polling stations across [insert state] are preparing for a high volume of voters. This year's election is particularly divisive, with varying ideologies resulting in social tension across the country. Various niche news organizations are falsely reporting that the election is fraudulent and that the voting machines in many polling stations are compromised. There have been a growing number of calls across social media to either boycott the election or to stop the process by force, if necessary.

Based on the increased social media activity, the Secretary of Homeland Security, in coordination with other federal entities, issues an "Elevated" Threat Alert through the National Terrorism Advisory System (NTAS), warning of a credible domestic terrorist threat to polling locations around the country. The alert is to remain in place until further notice.

In the weeks leading up to Election Day, the [insert county] Commissioner's Office receives numerous phone calls from disgruntled citizens regarding the upcoming election. Callers are inquiring about ballot handling, organizing, and reporting, with some making accusations of voter fraud and election rigging. Particularly combative callers denounce the entire operation and accuse [insert county] of treason.

Discussion Questions

1. How would your organization expect to receive information about a credible threat?
    a. Does your organization subscribe to NTAS alerts?
2. What information does your organization expect from local, state, federal partners, and the intelligence community regarding threats of this nature?
    a. How will your organization receive this information?
    b. How long does it take for your organization to process information for sharing?

   c. How does your organization triage intelligence information you receive, such as from formal reporting, hearsay, and social media?
      i. What social media monitoring does your organization conduct?
      ii. How would this NTAS alert affect social media monitoring?

3. How would this NTAS alert affect your organization's current security posture?
4. How does your organization communicate information to the appropriate law enforcement officials?
   a. Who is responsible for this communication?
5. How does your organization communicate internally about potential threats?
   a. What protocols govern this process?
6. How does your organization share any relevant information within your critical infrastructure sector?
   a. How do you communicate information to other members of your sector or receive information from them?
7. What resources does your organization use to disseminate information to staff and the public?
   a. What notification capabilities (e.g., alerts, emails, telecommunications, text messages, special tools, etc.) does your organization use to share information and communicate protective measures implementation?
8. How is your organization coordinating information sharing between partners (e.g., local law enforcement, fusion centers, other polling stations, neighboring counties, state organizations, etc.)?
9. Who is responsible for coordinating the risk communications messaging for your organization?
10. Are there any additional notifications that need to be made externally or internally at this point?
11. What resources are available to staff who are receiving threatening phone calls?
12. Does your organization have a reporting process for potential or perceived threats?
    a. To whom are these reports made?
    b. What does the recipient do with this information?

c. How are staff made aware of these protocols?

13. Does your organization train staff and volunteers on how to respond to these types of calls and messages?

14. Does your organization conduct any specific training based on credible threats?

    a. Are law enforcement and other first responder agencies involved in this training?

15. What plans exist describing the required protective measures that need to be taken at this time?

16. How would these threats impact your organization's security posture going into election day?

Scenario Update
[Insert location]

[Insert Month, Day, Year + 1 weeks]

In the past week, multiple break-in attempts have been reported at early voting polling stations around the county. Most of the incidents involve persons allegedly trying to destroy on-site voting equipment.

The incidents make local news headlines and catch the attention of national media outlets. People on social media are expressing concern about whether it will be safe to vote on Election Day.

Discussion Questions

1. What are your organization's main priorities at this point?
2. What procedures are in place to manage damaged equipment and recover voting operations?
3. What security recommendations, if any, are local, state, and federal law enforcement agencies currently making in preparation for Election Day?
4. What additional actions are local, state, and federal law enforcement agencies taking at this point?
    a. How are public sector organizations notified or integrated into these actions?
5. How would your organization's security posture change because of these events?
6. What internal discussions on protective measures would be occurring at this point?
    a. How is relevant information disseminated to staff and volunteers?
7. At this time, what kind of messaging, if any, would be released to the public regarding voter security?
    a. Which organization is responsible for releasing this information?
    b. How will messaging be coordinated between agencies or organizations?
    c. Who within the responsible organization would take the lead when releasing it?
    d. On which networks would this information be released?
    e. Will this information be broadcasted in any languages other than English?

f. How would your organization attempt to diversify this message's outreach?

Scenario Update
[Insert location]

[Insert Month, Day, Year + 2 weeks]

Election Day is two days away, and poll workers at [insert polling station] conclude their final preparations for voting. In the aftermath of the break-ins at early voting stations around the country, the tone of instigators on social media has intensified. Numerous political groups and individuals have caught national attention for their social media posts claiming election officials are actively committing treason against the United States with their involvement in a potentially compromised election. Several accounts post illicit threats to election workers in [insert county] and call for violent demonstrations to prevent the election from proceeding. Local and national media outlets are sharing these stories widely, and there is widespread apprehension from voters in [insert county] in the leadup to Election Day.

Discussion Questions

1. What roles and responsibilities would local law enforcement have at this point?
2. How does this update affect your organization's preparations for Election Day?
    a. If your organization is involved in early voting, how do these events alter your operations and venue security?
3. What public information messaging regarding the impending election would be made at this time?
4. How does your organization work to counter misinformation online?
    a. Who is responsible for this effort?
    b. Is this effort coordinated with law enforcement or any federal, state, or local agencies?
5. What coordination exists among your organization and those in other precincts or jurisdictions?
6. How does your agency or organization triage the information you receive (e.g., formal reporting, hearsay, and social media)?
    a. How does your organization determine whether a threat is credible?
7. What are you communicating to your employees and volunteers?
    a. Who in your organization is responsible for addressing employee / volunteer concerns?

b. How is information shared with employees / volunteers?

Module Two: Incident Response

Scenario

[Insert Month, Day, Year]: [Insert Time]

Election Day has arrived, and [insert polling station] has a long line of voters waiting to cast their ballots. While the mood is generally positive, some terse words have been shared throughout the day between voters, security personnel, and passersby.

Early in the day, a voter waiting in line approaches a poll worker and informs them that a man in line is visibly carrying a gun on his belt. The individual is not interacting with anyone or acting threateningly. The poll worker informs the Judge of Elections of the open carry report.

Discussion Questions

1. What laws, if any, regulate openly carrying firearms? What about concealed firearms?
    a. Does the type of facility your polling site is in (e.g., church, school, or government building) impact these regulations?
2. What, if any, are your plans or procedures for handling hostile or non-hostile individuals who are carrying weapons at your polling site?
    a. Would the threatening posts in this scenario prompt any change in your security posture in anticipation of potentially armed individuals?
3. Who would be notified of someone carrying a weapon into your facility?
    a. How can you contact the facility management (e.g., school district personnel, etc.) if needed?
    b. Who is responsible for making these notifications?
4. Are volunteers at your polling site trained to respond if someone is carrying an openly visible firearm into your facility?
5. What are public sector agencies' roles and responsibilities once alerted to an individual carrying a firearm into a polling site?

Scenario Update

[Insert Month, Day, Year]: [Insert Time]

In the early afternoon, a young man enters the [insert polling station] after waiting in line outside for over an hour. He approaches the registration table, where a poll worker asks him to sign in. The man lifts his shirt, pulls a firearm from his waistband, and begins to shoot repeatedly, specifically targeting poll workers. People inside the facility attempt to hide or flee the building, and people outside hear the shots and run for cover. Calls flood into 9-1-1, with some callers claiming that the shooter is yelling about election rigging.

Discussion Questions

1. What plans, if any, does your organization have to respond to an active shooter at a polling station?
2. What safety training is available to volunteers and employees managing the polling station?
    a. Are these trainings mandatory?
    b. How often are these trainings renewed?
    c. How are certifications from these trainings tracked for volunteers?
3. What physical protective measures does your organization have in place while people are voting?
    a. Are there limits on what personal items or bags a voter can bring into the facility?
    b. Does the public or private status of this facility change these rules or security measures?
4. Is there security on-site while people are voting?
    a. Does your organization participate in cross-sector training between security or local law enforcement and polling station volunteers / staff?
5. What measures are in place to prevent active shooters at polling stations?
6. How many staff and volunteers will be on-site while polls are open?
    a. Who is responsible for tracking this information?
7. What notification methods (e.g., alerts, emails, telecommunications, text messages, special tools) can your organization use to send alert information during an incident?

a. What protocols exist for alerting staff or volunteers to an incident?
b. What protocols exist for notifying authorities to the incident? How does your organization communicate with any first responders already on-scene?
c. What protocols exist for alerting potential voters to an incident?
d. What protocols exist for alerting partner organizations to an incident?
e. Who is responsible for sending out the alerts or warnings?
f. If the incident overwhelms the local cell network, what backup methods does your organization deploy?
g. Do you send out any notifications to the public using social media? If so, at what point in the incident would you expect to start sending the notifications?

8. How long will it take first responders and law enforcement to arrive at the polling location?
9. Are first responders and law enforcement familiar with the polling location's layout?
    a. Are there any access issues for law enforcement or staff at this facility?
    b. Have first responders ever done on-site training at the location of the polling station?
10. What does incident command look like during this phase of the response?
    a. How does each relevant agency approach incident command, and what would it look like in the opening minutes of the incident?
    b. At what point would you expect it to formalize?
    c. Are key agencies and event personnel familiar with the Incident Command System (ICS)?
    d. What are each organization's priorities at this stage of the incident?
11. How would your organization coordinate and conduct an evacuation or shelter-in-place effort?
    a. Who makes the decision to evacuate or shelter-in-place?
    b. Does your organization have pre-identified evacuation points for each polling location to which employees, volunteers, and voters can be sent during an incident?

c. Do your evacuation plans include assistance for those who have access or functional needs?

12. How would your organization communicate to the public and recover voting operations during an active event?

a. Are alternate voting locations coordinated in advance of Election Day

Scenario Update

[Insert Month, Day, Year]: [Insert Time + 10 minutes]

Law enforcement and first responders arrive on-scene quickly, but victims and bystanders fleeing on foot and in their cars hinder the response personnel. Once they reach the facility, law enforcement officers discover what appears to be a self-inflicted wound has neutralized the believed assailant. EMS responders arrive on-scene to attend to the injured and begin triage inside and outside the facility.

Shortly thereafter, media personnel arrive on-scene and begin interviewing witnesses and bystanders at both the polling station and surrounding businesses. Voters who were waiting in line during the incident, as well as newly arriving voters, are asking if and when voting operations will be restored and how they can vote before the polls close. Social media is overflowing with rumors and speculation about the incident, including warnings that polling stations are no longer safe and more attacks may happen. Election officials across the state are concerned this will scare away potential voters who have yet to cast their ballots.

Discussion Questions

1. What are your organization's responsibilities at this point in the incident?
2. What steps do responders need to take to ensure the area is cleared of threats?
3. How is the ICS evolving at this stage of the incident?
4. How would your organization manage injured or critically wounded individuals?
    a. What plans exist for casualties with severe injuries that local hospitals cannot treat?
5. What does your organization consider a mass casualty incident (MCI)?
    a. How would deeming it an MCI impact your response?
6. What resources are available at the facility that could help first responders and law enforcement respond to this incident?
    a. What features of the facility or surrounding area might hinder response to this incident?
    b. Would any of the voting infrastructure impact law enforcement or first responders' familiarity with the facility?
7. How will your organization take accountability after this incident?
8. At what point, if any, would a joint information center (JIC) be set up?

a. Who would be represented in the JIC?

b. What is the command structure of the JIC?

9. Who does your organization need to inform about this incident at this time?

10. What information or warnings is your organization releasing to the public?

a. Who is responsible for the initial messaging?

b. How quickly can you release the information?

c. What methods are you using to distribute information?

d. What should the content of the messaging be?

e. Do you have pre-approved messaging in case of an incident?

11. Who is responsible for notifying state or federal agencies to the incident, and at what point in the incident would this occur?

a. What resources or actions would you expect from state or federal agencies?

b. How would arriving state and federal resources integrate into the command structure, and at which locations (e.g., emergency operations center [EOC], multiagency coordination [MAC] group, etc.)?

12. Does your organization have mutual aid agreements specifically for response efforts in place with other organizations?

a. Whom would you rely on, and for what resources?

b. Are these agreements formal or informal?

c. Would the aid be automatic, or would your organization have to request it?

d. What are the financial considerations when enacting mutual aid agreements?

e. What limitations do you foresee within your organization's mutual aid agreements in the event of this incident (e.g., legal, procedural, equipment, etc.)?

13. What role do city and county governments play in this scenario?

a. Has your organization established protocols with elected officials so that they know what to expect during incident response? And so local agencies know what elected officials' priorities are?

b. Is there a location (such as the EOC) where elected officials will know to go during an incident?

c. What support from first response agencies would the mayor, county commissioner, election directors, or Secretary of State expect in holding a press conference on the incident?

    i. What information would they need?

d. Given this incident is potentially connected to their own re-election, how does this complicate communication and participation from elected officials?

14. What impact would rumors labeling this a terrorist incident have on your response?

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Module Three: Immediate Recovery

Scenario

[Insert Month, Day, Year]: [Insert Time + 12 hours]

The facility remains closed as law enforcement continues to investigate the incident. Polls have officially closed for the day, but social media and television stations are reporting that this incident severely deterred voters within [insert county] and across the state from casting ballots, leading to lower-than-expected voter turnout. Social media is filled with posts from people who decided not to vote, citing concerns about attacks at other polling locations. Election officials have yet to obtain the voting materials, including completed ballots, from within the facility and are voicing concerns about public perception of the integrity of the votes cast at this polling station.

Discussion Questions

1. What is your organization's recovery plan for an interrupted election (including from safety concerns, power outages, or other interruptions on Election Day)?
    a. Is there a formal recovery plan and, if so, does it cover this type of incident?
    b. Will your organization hold a memorial event in the community, and which organizations would take the lead in organizing it?
    c. What would your organization do to support recovery in the community?
    d. Are there contracts in place to assist in the cleanup prior to reopening?
    e. Are there any additional measures that law enforcement would take to ensure the safety of the community or to reassure citizens?
        i. How would your organization resource these measures?
    f. Who makes the decision on when to reopen the area?
        ii. How does that person communicate that decision to the public and the media?
2. What plans, if any, are there to set up mass care facilities, family assistance, or reunification centers?
    a. At what point in time would these be stood up?

   b. Which agencies would be involved, and who is responsible for leading this aspect?
   c. Which facilities would responders use for these procedures?
   d. How do responders make victims and family members aware of the location of these resources?

3. How does your organization reunite personal items left at the scene with their owners?
   a. Are there formal plans for these procedures?
4. How is evidence that belongs to citizens collected (e.g., cell phone videos, cameras, security footage from private businesses, etc.)?
5. How are ballots or elections equipment released to election officials for counting and official processing?
6. How would your organization address concerns about the integrity of ballots cast at this facility prior to the incident?
7. Following this attack, what additional protective measures will be put into place at other polling locations?
   a. How quickly could those protections be initiated?
8. What is the role, if any, of the JIC at this point?
   a. How would your organization share any relevant classified information?
9. How will your organization prepare to handle the public messaging / media in the aftermath of such an occurrence?
   a. Does your media plan include incidents such as this?
   b. What is the plan to handle the significant media attention from national and international outlets?
   c. How will you restore public confidence?
   d. How will you resolve potential misinformation?
   e. How will you respond to media requests (e.g., written notices, press conferences, interviews, etc.)?
   f. Is your organization monitoring social media to maintain awareness of information spreading that may not be accurate?
      i. Who is responsible for this?
      ii. What procedures exist to counter false information on social media?
10. What business continuity or rapid recovery plan does your organization have, if any?

a. Does it include a crisis communications plan?
    i. What type of messaging will your organization send to employees, vendors, and voters? How will you do this?
    ii. What training do employees and / or volunteers receive regarding media relations and the release of sensitive information?
b. What are the short-term recovery objectives for your organization?
c. What are the implications of being unable to process votes for a period of time?
    i. Given the scenario, how long would your organization require the incident area remain cordoned off for the investigation?
d. Can your organization move key operations to another location?
    i. If so, how long would this take?
e. Do you have any insurance that would assist in this scenario?
    i. If this incident were declared terrorism, would this impact insurance?
f. What training plans exist for the business continuity plan?

11. If the attack killed or injured some of your employees, how would that change your actions?
    b. Is there assistance available for injured employees? If so, what kind (e.g., counseling, monetary, legal, etc.)?
    c. Is there assistance available for the families of employees who were killed? If so, what kind (e.g., counseling, monetary, legal, etc.)?
    d. How would the loss of personnel impact your operations? What steps might be taken to adjust for or mitigate this?
12. What resources are available to assist your organization with recovery?
    a. Does your organization have pre-arranged agreements to obtain key resources?
    b. What assistance would you request or expect from the state?
    c. What assistance would you request or expect from the federal government?
    d. If so, how do you activate these agreements (i.e., what type of coordination and request process do the agreements require)?

13. What are your organization's interdependencies during this election period?
14. What types of information does your organization need to restore your organization's critical infrastructure?
15. What steps does your organization take during immediate recovery to track best practices for improving future elections?

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APPENDIX A: EXERCISE PARTICIPANTS

Participating Private Sector Organizations
[Insert private sector participants]

Participating Local Organizations
[Insert local participants]

Participating State Organizations
[Insert state participants]

Participating Federal Organizations
[Insert federal participants]

Other Participating Organizations
[Insert other participants]

Other Participating Organizations

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APPENDIX B: MAPS AND SAMPLE ALERTS

[Insert relevant maps or alerts used to supplement the exercise.]

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Appendix C: Reference List

CISA Election Security Resources

- CISA Election Security Reference Page
- CISA Election Security Training Video Series

[Insert state / local] Resources

**as applicable*

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APPENDIX D: ACRONYMS

Acronym	Term
AAR	After-Action Report
CISA	Cybersecurity and Infrastructure Security Agency
CTEP	CISA Tabletop Exercise Package
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPT	Exercise Planning Team
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
MCI	Mass Casualty Incident
NTAS	National Terrorism Advisory System
POC	Point of Contact
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise

"Insert your logo here"